

Multi-PD/PI Leadership Plan

Drs. Dean, Quackenbush and Zabel will provide PD/PI leadership for this application in order to provide the best possible training experience for our trainees and ensure coordination of all aspects of the program. These individuals have a strong track record of team leadership and have worked together for 10 years on strategic initiatives related to undergraduate, graduate and research programs. The college level positions of Dr. Quackenbush, Associate Dean for Academic and Student Affairs and Dr. Zabel, Associate Dean for Research, provide breadth of perspective with CVMBS and an understanding of policy and opportunities at the central CSU administrative level. Dr. Dean brings perspective from an academic operational unit that serves as the academic home for students and has responsibility for faculty, curriculum delivery and research integrity. Together this team will provide administrative oversight and advocacy, direction of recruitment, programmatic timeline, and academic components. The team will work together with the Advisory Committee, administrative support personnel (Aimee Oke) and the program coordinator (Dr. Borlee).

Advantages of this Multi-PI Leadership Plan include:

- i. The PDs have a demonstrated commitment to engagement of undergraduate student in research
- ii. The PDs share a philosophy and passion for diversity and inclusion.
- iii. The PDs have a strong track record in performing externally funded biomedical research.
- iv. The PDs all have demonstrated a commitment to rigorous and supportive undergraduate training.
- v. The PDs have participated and/or directed a variety of research training programs.
- vi. The PDs have served on review boards, panels, and committees relating to research and undergraduate/graduate education/training.
- vii. The PDs each occupy a leadership position with budgetary responsibilities that provide the opportunity to advocate for annual funding support of the program.
- viii. Together, the PDs have mentored dozens of undergraduate and graduate students both academically and in research training programs.

Conflict Resolution

If there is a disagreement between the PDs, they will first attempt to resolve it by meeting with other program leaders to reach resolution. If no consensus can be reached, then the dispute will be referred to an arbitration committee comprised of the Dean of CVMBS and the Provost, neither of whom should be involved in the disagreement. The PDs agree to abide by the decision of this committee.

Change in PD

The leadership team will be comprised of the individuals occupying the positions of Associate Dean of Academic and Student Affairs and the Associate Dean of Research. The third position will be occupied by a member of the training faculty who has an established track record of supporting undergraduate education and research, administrative experience, a demonstrated commitment to diversity and inclusion, and a robust biomedical science research program that exemplifies the Mission and Objectives of the MARC at CSU. Selection will be made in consultation with the other two PDs and the prospective PD's Dean/Department Head.

Roles and Responsibilities

The PDs will carry equal responsibility with respect to ensuring the program achieves its mission and meets its objectives. Each PD will attend Advisory Committee meetings, participate in review and selection of trainees for support, monitor student progress and meet 2-3 times per semester to discuss program elements. Together the PDs will be responsible for the selection and appointment of trainees to the MARC at CSU program, and for the overall direction, management, administration, evaluation of the program, and appointment of members of the Advisory Committee.

Program Administration

Dr. Dean will act as the contact PD. He will have responsibility for the day-to-day administration of the program, facilitate management of grant reporting, advisory committee communications and meeting arrangements. Dr. Dean will participate in the MARC at CSU recruitment, selection, and outreach. He will co-instruct MIP492 (Senior Professional Development Seminar) with Dr. Borlee and will serve as a mentor of 2 Mentoring Pods. He will work with Ms. Aimee Oke for organization of events, enrollment of students in the MARC at CSU program, and other infrastructure details. He will work with Dr. Grace Borlee for recruitment activities, outreach, and program-specific training elements. He will also ensure communication between the program office and mentors are adequately met as well as manage budgetary activities. He will oversee assessment and program reporting.

Dr. Quackenbush will assist in the MARC at CSU recruitment, selection, outreach and curricular activities. She will oversee academic aspects of the program including oversight of academic advising, data collection, and coordination with CSU programs (i.e. CIMER, CSU Access Center, CSU Admissions, Vice President for Diversity and Inclusion, CVMBS Assistant Dean of DEI). She will serve as a mentor of 2 Mentoring Pods and as an instructor in VBMS 100: Introduction to the Biomedical Sciences Major. She will participate in evaluating and reporting program performance.

Dr. Zabel will be responsible for oversight and guidance of research-related training (Responsible Conduct of Research, Methods of Enhancing Reproducibility), mentorship training, grant-writing and will also organize Science on Tap events. He will coordinate/advocate with CSU Office of the Vice President of Research. Dr. Zabel will participate in the MARC at CSU recruitment, selection, outreach and curricular activities. He will serve as a mentor of 2 Mentoring Pods. He will participate in evaluating and reporting program performance.

Additional details of the qualifications and roles of the PDs can be found in the Biosketch personal statements and in the Training Plan section, Training Program Directors.